Nova Scotia Environment & Labour
Business Plan

2005-2006

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MESSAGE FROM THE MINISTER

On behalf of the Department of Environment and Labour, I am pleased to present the Department's business plan for 2005-2006.

Environment and Labour has one of the most diverse and far-reaching mandates of any provincial government department, ranging from environmental protection to the protection of worker's rights, consumer interests related to insurance, pensions and alcohol and gaming, and workplace and public safety.

As you look through this year's plan, you'll see that our goal of improving the quality, consistency, and effectiveness of our regulatory systems is a common thread running through the priority activities in each of our core business areas.

I'm especially pleased to share with you information on our new competitiveness and compliance initiative. This program will allow Environment and Labour to advance beyond the positive steps we've taken with red tape reduction, to focus on strengthening and improving both our regulatory and non-regulatory compliance instruments.

Another theme common to many of our priorities is our focus on collaboration and partnerships. Environment and Labour's commitment to working better together is reflected in the collaborative approaches we have taken on broad, cross-cutting issues such as drinking water, the green plan, and workplace safety. On these, and other such issues, we recognize that integrated action is key to achieving real progress.

You will also notice that our business plan for 2005-2006 highlights a number of human resource initiatives underway within the department, including a workforce planning and development program and a continuous learning strategy; both of which will help us to address significant skills and resourcing issues for the department in the months and years to come. I'm especially proud to note that Environment and Labour is actively participating in a number of government-wide initiatives, including the province's workforce diversity initiative, and Nova Scotia GoverNEXT, an initiative to support the development of Nova Scotia's young civil servants.

The priorities we have outlined in this year's business plan set a course for significant progress in all areas of Environment and Labour's broad mandate. Even more important is our contribution to government's overall priorities - protecting what Nova Scotians value, building greater prosperity, and improving health outcomes. I look forward to leading Environment and Labour in this important work.

Kerry Morash
Minister

A. Mission

The mission of Nova Scotia Environment and Labour (NSEL) is to protect and promote:

- the safety of people and property;
- a healthy environment;
- employment rights; and
- consumer interests and public confidence in the financial services, insurance, pension services, and alcohol and gaming sectors;

by providing a regulatory regime which is effective, sustainable, and supportive of Nova Scotia's economic viability and competitiveness.

B. Planning Context

NSEL's broad mandate encompasses regulatory responsibility for the environment, occupational health and safety, public safety, alcohol and gaming, pensions, financial institutions and labour standards. The department administers 29 Acts and over 120 regulations, and employs approximately 160 inspectors across its four inspectorates who conduct over 100,000 inspections annually. The department's mission is accomplished by applying both regulatory and non-regulatory compliance tools such as public education and communications, standard setting, codes of practice, promotion of partnerships and stewardship agreements, environmental and natural areas management programs, and economic instruments.

The department also provides dispute resolution services that promote effective workplace relationships, and provides advice, assistance, and representation to injured workers served by the Workers' Advisers Program. The departmental organizational structure supporting delivery of these services is presented in Appendix A.

Consolidation within a single departmental structure of such a diverse regulatory mandate has created both opportunities and challenges which Nova Scotia Environment and Labour continues to address in its annual and longer term planning.

As "the regulatory department", a fundamental challenge is to contribute effectively to both the economic and social objectives of government - to protect the public interest in each of NSEL's areas of regulatory responsibility and, as a collectivity, to support the Province's economic growth and competitiveness. We are addressing this challenge through a multi-faceted competitiveness and compliance initiative, the central focus of which is to improve the *quality* of our regulatory systems.

Our multiple inspectorates provide a unique opportunity to share knowledge, specialized expertise, tools and resources. To optimize this opportunity, we are focusing on developing more integrated approaches to information management, policy development, training and education of inspections/enforcement staff, and coordinated compliance strategies to address cross-cutting issues.

Our broad mandate also positions the department to recognize and address both the program-specific and cumulative impacts of regulatory activities on business and industry. This perspective will guide client-centred strategies designed to make compliance easier and less costly for business.

The multi-dimensional nature of many key areas of responsibility within NSEL's mandate (e.g.: water quality, air quality, protected areas, emergency response, environmental health, workplace safety) means that effective program delivery increasingly requires collaborative partnerships involving other departments or agencies, levels of government, or non-government organizations. Developing, resourcing and managing appropriate structures and governance/ accountability processes for these collaborative undertakings present significant challenges. However, accomplishments such as the successful implementation of the provincial drinking water strategy, one-window models for streamlining the regulatory process for environmental assessment and onshore oil and gas projects, the collaborative initiatives undertaken by NSEL's Occupational Health and Safety Division and Workers' Advisers Program with the Workers' Compensation Board and Workers Compensation Appeals Tribunal to advance their common goals as partners in the Workplace Safety and Insurance System, and partnerships such as those with the Nova Scotia Business Registry for delivery of a growing number of license and permit services, all attest to the value of taking integrated, horizontal approaches to complex issues.

Collaboration is also central to the ongoing implementation of the provincial "green plan" and one of its core initiatives - the development of a government-wide environmental management framework which supports and promotes positive and complementary environmental, economic and human health outcomes. This work will be overseen by an interdepartmental steering committee of senior officials to ensure coordination with other key policy initiatives.

A critical issue for the department during 2005-2006 and beyond is the need to maintain and further develop our knowledge and skills capacity. Approximately 38 % of our staff overall, and 47 % of management staff, are eligible to retire within the next five years. An additional 19 % (and 4 % of management staff) can retire within the next 10 years.

A further challenge is to maintain the requisite levels of expertise across our inspectorates and among the scientific and technical staff who support them. This is a particular challenge for our environmental programs due to the rapid and continuous evolution of scientific information across the many disciplines which relate to environmental issues. Our occupational health and safety and public safety programs also face challenges in keeping inspectorate competency levels current in an environment of constant technology change across a diverse range of client industries.

A number of initiatives are planned to address this, including: a workforce planning and development program to address our succession planning and knowledge transfer needs; a continuous learning strategy to upgrade and maintain core competencies, as well as program-specific knowledge and skills, across our inspectorates; and measures to complement NSEL's in-house capacity by increasing access to external sources of specialized scientific and technical expertise.

Other elements of our human resource plan will address issues related to workforce diversity, employee morale, and French language service delivery, and will support the department's continuing commitment to lead by example with respect to occupational health and safety performance.

C. Strategic Goals

1. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness.
2. Promote safe and healthy workplaces/work practices and safe facilities and equipment.
3. Promote sustainable management and protection of the environment and natural areas.
4. Promote employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers.
5. Protect the interests of insurance and financial services consumers and pension plan members.
6. Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, and distribution of film products in Nova Scotia.
7. Manage the department's human resources efficiently and effectively.

D. Core Business Areas

1. Public Safety and Occupational Health & Safety

Promotes safe and healthy workplaces and safe facilities and equipment, through both regulatory and non-regulatory means, by developing and enforcing s .y standards, and providing related educational and consulting support, through the following programs:

- building and equipment safety
- fire safety
- occupational health and safety.

2. Environmental Protection and Natural Areas Management

Promotes sustainable management and protection of the environment through both regulatory and non-regulatory means, including developing and implementing plans, standards, guidelines, and policies for the management and protection of Nova Scotia's air, water and terrestrial resources including protected areas, and by providing regionally-based regulatory approval, inspection, monitoring and enforcement. Services are delivered through the following programs:

- air quality
- environmental assessment
- environmental outreach
- hazardous substances management
- protected areas
- waste-resource management
- water-resource management

3. **Employment Standards & Labour Services**
Promotes employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers through the following programs:
- labour standards
- conciliation services
- workers' advisers program.

4. **Pension, Financial Services, and Insurance Regulation**
Promotes and protects the interests of financial services and insurance consumers and pension plan members through delivery of the following programs:
- financial services and insurance regulation
- pension regulation.

5. **Alcohol, Gaming, and Theatre and Amusements Regulation**
Protects the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, and distribution of film products in Nova Scotia.

6. **Support For Agencies, Boards, Commissions and Tribunals**
Assist the twenty-six agencies, boards, commissions and tribunals established pursuant to legislation administered by NSEL, to fulfill their statutory mandates by:
- ensuring that appointments to these entities are carried out in accordance with Provincial procedural standards and with applicable statutory and operational requirements,
- providing resources to implement Board policy and procedures, and
- participating effectively in interjurisdictional discussions related to policy and programs within the domain of these entities.

E. Priorities

1. **Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness**
This goal is being addressed through a multi-year competitiveness and compliance initiative. This initiative is being carried out as part of government's continuing commitment to regulatory reform. The objectives of the Initiative are to enhance NSEL's capacity to contribute to a positive business climate in Nova Scotia, while at the same time strengthening NSEL's ability to deliver effective protection for workplace and public safety, the environment, and consumers.

The initiative is based on a comprehensive and balanced approach to continuous regulatory reform which, in addition to red tape reduction and regulatory streamlining, focuses on actions to strengthen NSEL's regulatory policy and accountability framework and program delivery capacity.

Priorities and actions planned for 2005-2006 include:

Red tape reduction and regulatory streamlining

- Build on and expand existing horizontal delivery mechanisms such as one-window regulatory models for mines and onshore oil and gas.
- Streamline client service and improve cost-effectiveness by expanding the number of licensing services provided through the Nova Scotia Business Registry.
- Develop strategies to monitor and address cumulative regulatory impacts, especially in relation to small and medium sized business.
- Continue to participate in national and regional initiatives to improve the quality, coherence, and consistency of Canada's regulatory systems. These include initiatives related to environmental sustainability, environmental assessment, occupational health and safety, public safety, pensions, insurance, and securities.

Strengthening NSEL's regulatory policy and accountability framework

- Implement a department-wide regulatory policy framework which establishes common principles and processes for the selection and development of regulatory and non-regulatory instruments.
- Implement a common regulatory compliance model to provide greater consistency in the administration of regulations within and across NSEL's regulatory programs, including regulations under the *Environment Act*.
- Develop processes to improve regulatory performance measurement.

Building capacity to improve the quality and consistency of compliance activities

- Develop a continuous learning strategy to upgrade and maintain core competencies, as well as specialized technical/professional knowledge and skills, within and across our inspectorates.
- Improve access to and use of specialized scientific expertise to support compliance activities.
- Develop information systems to improve coordination of inspections services, provide better support to front line staff, and support performance measurement and reporting.

Additional priorities which contribute to red tape reduction or other improvements to regulatory quality are identified below in relation to specific regulatory programs.

2. Promote safe and healthy workplaces/work practices and safe facilities and equipment

- Improve public safety and the efficiency of related regulatory programs by updating and consolidating legislation related to equipment safety. This process will begin with a review of the *Amusement Devices Safety Act* and the *Steam Boiler and Pressure Vessel Act* in 2005-2006. In 2006-2007, NSEL plans to develop consolidated equipment safety legislation incorporating these Acts, along with the *Crane Operators and Power Engineers Act*, *Elevators & Lifts Act*, and

Electrical Installation and Inspection Act. Consolidation of the legislation will facilitate more timely updating of legislation to reflect technology change and will improve consistency by enabling the adoption of standard tools such as a common compliance model.

- Improve the overall safety of Nova Scotia workers through an integrated workplace safety strategy that combines effective initiatives on accident prevention and education, developed and implemented collaboratively with Workplace Safety Insurance System (and other) partners, improved compliance with existing laws and regulations, and the ongoing development and refinement of occupational health and safety regulatory and non-regulatory instruments.

- With the Department of Energy, introduce legislation developed in collaboration with the Government of Canada and the Province of Newfoundland and Labrador, which provides Nova Scotia's offshore workers with the same level of workplace safety protection as land-based workers.

- Introduce initiatives to improve governance and accountability within the Workers' Compensation Board and within the broader Workplace Safety and Insurance System.

3. Promote sustainable management and protection of the environment and natural areas

Lead implementation and ongoing development of the Province's Green Plan, and implement the commitments for which NSEL has lead responsibility, including:

- Introduce amendments to the *Environment Act* to update, clarify and strengthen the Act.

- Improve the quality of regulatory compliance activities carried out under the *Environment Act* through improvements in policy, training, and access to specialized scientific and technical expertise.

- Protect and manage provincial water resources through completion of year three action items of the Drinking Water Strategy for Nova Scotia, including:
  - working with municipalities to develop water supply protection strategies for all water supply areas, and treatment and operational strategies for all municipal water;
  - working with other departments and stakeholders to promote the safety of drinking water provided by registered and non-registered public drinking water supplies; and
  - developing outreach/educational programs to promote the safety of private drinking water supplies.

  The Interdepartmental Drinking Water Management Committee will identify and initiate further actions which support a comprehensive approach to management

of all water resources in Nova Scotia.

- Develop an action plan to remove barriers to private land stewardship. This will include consideration of measures such as identifying potential funding mechanisms for land securement, addressing property and income tax disincentives, improving coordination amongst conservation partners, and amending the *Special Places Protection Act* to reduce "red tape" related to Nature Reserve designations.

- Reduce emissions of sulphur dioxide, mercury, and nitrogen oxides in accordance with commitments under the provincial Energy Strategy and national/ international agreements.

- Increase air quality monitoring capacity by continuing to build and maintain a network of air monitoring stations and through partnerships with organisations such as Environment Canada's National Atmospheric Pollution Surveillance program.

- Contribute to continuing improvement in the Province's solid-waste resource management performance by developing an electronics recycling program which will keep electronics out of landfills, reduce the associated hazards to human health and the environment, and create jobs for Nova Scotians.

- In consultation with stakeholders, carry out a review of Nova Scotia's hazardous waste program to enhance environmental protection, improve cost-effective use of regulatory resources, reduce red tape and jurisdictional duplication, and provide greater flexibility and predictability for industry.

- Implement a pilot project to streamline the on-site sewage disposal system application and approval process, resulting in faster turnaround times for applicants and a refocusing of inspections resources to strengthen the audit, compliance and enforcement components of program delivery.

4. Promote employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers

- Collaborate with Workplace Safety and Insurance System partners on joint initiatives, and develop components of the strategic plan for the Workplace Safety and Insurance System which relate to delivery of the Workers' Advisers Program.

- Implement Government decisions resulting from the Minimum Wage Review Committee's report and the subsequent response from the Minister.

- Achieve client service standards (as set out in Section G. Performance Measures - Employment Standards and Labour Services) for:
  - services provided to injured workers by the Workers' Advisers Program

- conciliation services provided under the *Trade Union Act*
- services provided to employment standards complainants.

5. **Promote and protect the interests of insurance and financial services consumers and pension plan members**

- Continue to work with the Canadian Association of Pension Supervisory Authorities (CAPSA) on development of model pension law.

- Work with industry to reduce the number of drivers in Facility Association (the high cost insurer of last resort).

- Review and consider the implications for consumers of the recommendations of the reports by the Nova Scotia Insurance Review Board on the Use of Gender as a Rating Factor in Automobile Insurance and on Property and Casualty Insurance.

- Work with industry to implement the 2004 amendments to the *Credit Union Act* and regulations.

6. **Promote consumer protection in gaming/amusement activities and the service of alcohol**

- Implement a video classification service to inform consumers about the the nature of videos and video games, and a process for the application and enforcement of age restrictions for the rental or sale of video games in Nova Scotia, in accordance with Fall 2004 amendments to the *Theatres and Amusements Act.*

- Implement a revised film classification process which brings Nova Scotia's classification scheme in closer alignment with those of other jurisdictions.

- Implement initiatives resulting from the provincial gaming strategy consultations which have implications for regulatory compliance processes.

7. **Manage the department's human resources efficiently and effectively**

Implement human resource management initiatives in accordance with NSEL's human resources action plan, the Corporate Human Resource Plan, and the department's French Language Services plan. Priorities for 2005-2006 include:

Workforce planning and development

Implement the Year One components of an ongoing workforce planning and development program designed to provide more detailed information on the department's future staffing requirements and systematic processes for employee development to meet both the organizational requirements and the career development needs of employees.

Learning strategy

Develop a continuous learning strategy to upgrade and maintain core competencies, as

well as specialized technical/professional knowledge and skills, within and across our inspectorates.

Diversity management
Implement the 2005-2006 components of the department's Diversity Management plan including actions to:

- increase staff and managers' awareness of diversity issues through mandatory participation in diversity training within first year of employment;
- analyze and maintain affirmative action data on the representation of designated groups within NSEL;
- include diversity and affirmative action as a component of the Workforce Planning and Development initiative;
- review hiring policies, procedures and practices to identify and review barriers to employment and career development; and
- provide on-going communication in support of diversity and affirmative action within NSEL.

NSEL has also been designated the Lead Department for Nova Scotia GoverNEXT - an initiative whose mission is to shape the future of the NS Public Service by providing a voice for youth in the renewal of the Public Service and by promoting a workplace that is diverse, rewarding & collaborative.

Occupational Health and Safety
- Implement the department's Emergency Response Plan.
- Complete the hazard assessment portion of the departmental occupational health and safety program and develop written work procedures to address identified hazards.

Response to the 2004 government-wide employee survey
Implement, in collaboration with the Public Service Commission, actions identified through a department-wide consultation process to address the issues identified in the 2004 government-wide employee survey as opportunities for improvement by NSEL. These issues relate to: staff retention, personal growth, leadership, compensation/recognition, diversity, workplace ethics, and communications.

French Language Services
Implement, in collaboration with the Office of Acadian Affairs, NSEL's multi-year action plan to enhance the department's capacity to deliver French-language services to its clients. Priorities for 2005-2006 include:
- conducting a client needs survey of the client community within the priority Acadian and Francophone areas of Argyle and Clare, Richmond County, Inverness County and Pomquet;
- increasing access by NSEL employees to French language training; and
- increasing the number of public documents provided by the department in French.

F. Budget Context

Environment and Labour			
Program and Service Area	**2004-2005 Estimate**	**2004-2005 Forecast**	**2005-2006 Estimate**
	($thousands)	($thousands)	($thousands)
Ordinary Revenues	$16,104	$15,382	$17,641
TCA Purchase Requirements	$140	$65	$105
Net Program Expenses			
Administration	$1,032	$1,012	$1,675
Policy	$537	$535	$619
Boards & Commissions	$427	$457	$442
Workers' Advisers Program	—	-	-
Alcohol & Gaming	$4,209	$4,251	$4,307
Public Safety	$2,782	$2,859	$2,897
Occupational Health & Safety	$364	$312	$270
Labour Services	$1,110	$1,115	$1,179
Labour Standards	$1,021	$1,038	$1,096
Environmental Monitoring & Compliance	$7,287	$7,083	$7,562
Environmental & Natural Areas Management	$3,857	$3,970	$4,257
Information & Business Services	$2,924	$2,626	$2,974
Pension Regulation	($68)	($97)	($63)
Financial Institutions	$670	$667	$732
Total Net Program Expenses	$26,152	$25,828	$27,947
Funded Staff (FTEs)	473.8	451.2	483.0

G. Performance Measures

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Core Business Area: Environmental protection and natural areas management				
Clean and safe drinking water	percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality, as stated in the *Guidelines for Canadian Drinking Water Quality*, at all times during the calendar year	96.5% (2001) 96.5% (2002) 95.7% (2003)	maximize the percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality	- enforce *Water and Wastewater Facility Regulations* including the *Guidelines for Monitoring Public Water Supplies* - implement drinking water strategy - support and encourage the development of municipal water supply protection plans - promote innovative NS-based technological solutions to environmental problems
Clean air	annual total sulphur dioxide (SO_2) air emissions (tonnes) in the province	170,000 tonnes (2000) 164,000 tonnes (2001) 154,000 tonnes (2002) 161,000 tonnes (2003)	establish and maintain a 141,750 tonne SO_2 emission cap. Achieve a 50% reduction in SO_2 emissions (from 1995 cap of 189,000 tonnes) for current major emitters by 2010	- work with major industrial sources to reduce emissions through the use of lower sulphur fuels and process upgrades
	annual total mercury (Hg) air emissions (kg) from electrical power generation in the province	267 kg (2000) 185 kg (2001) 163 kg (2002) 158 kg (2003)	establish and maintain an Hg emission cap of 168 Kg for electrical power generators	- work with NSPI to encourage the use of lower mercury fuels

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Clean air (cont.)	annual total nitrogen oxide (NO_x) air emissions (tonnes) in the province	90,000 tonnes (2000) 88,500 tonnes (2001) 80,500 tonnes (2002) 76,000 tonnes (2003)	reduce NO_x emissions from base year by 20% by 2009 (72,000 tonnes, based on revised value for base year measure)	- work with major industrial sources to reduce emissions - require the use of low NO_x burners for new facilities and during major upgrades and refits
Protected natural areas	total hectares of land protected through NSEL program options	287,028 ha (2001-2002) 287,320 ha (2002-2003) 287,704 ha (2003-2004)	increase the hectares of land under various protection options	- conduct resource inventories and area assessments - conduct public consultations - encourage private land stewardship - participate in Crown land planning - support partnership agreements
Shared responsibility for environmental management	Nova Scotia's annual municipal solid waste disposal rate per capita (Kg/person), compared with the regional and national disposal rates *	NS - 416 Atlantic - 569 Canada - 753 Kg/person 2000 (base year) NS - 417 Atlantic - 564 Canada - 780 Kg/person 2002	maintain the NS disposal rate lower than the national average	-continue to implement the Solid Waste-Resource Management Strategy - enforce the Solid Waste-Resource Management Regulations - educate and inform industry, businesses and citizens - continue to develop product and industry stewardship agreements - promote research and development of markets for construction and demolition materials and plastics

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Shared responsibility for environmental management (cont.)	total number of product sectors under voluntary or mandatory stewardship agreements	7 of 13 targeted products (2001-2002) 9 of 13 (2002-2003) 9 of 13 (2003-2004)	13 targeted product sectors by 2009	- work with RRFB Nova Scotia - consult and negotiate with industry regarding targeted products including such things as dairy containers, newspapers, residential sharps, beverage containers, tires, used oil, paint, telephone books, marine distress signals, electronic goods, fast food packaging, oil containers, household hazardous waste, plastic film, flyers and magazines - legislation
Proactive environmental management	total number of business sectors and municipalities participating with NSEL in environmental management and/or pollution prevention programs and initiatives	5 participating sectors, municipalities (2001-2002) 6 (2002-2003) 9 (2003-2004)	increase number of participating sectors, municipalities	- provide technical assistance - facilitate/participate in demonstration projects - partner with funding agencies/other levels of government - partner with business associations to initiate new plans
Efficient and effective program delivery	percentage of industrial facility approvals in operation for at least one year to which a Risk-based Inspection and Auditing Program has been applied **	revised data will be available for 2004-2005	90% of industrial facility approvals in operation for at least one year	- validate data-based assessments at facilities and develop a schedule for RBIA - develop and implement enforcement policy

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Efficient and effective program delivery (cont.)	average administrative time (days) to process applications for the approval of the installation of on-site sewage disposal systems	40 days (2000-2001) 28 days (2001-2002) 28 days (2002-2003) 20 days (2003-2004)	maintain average turn around time to 20 calendar days or less	- ongoing process re-design (Note - legislation specifies 60 day maximum turnaround time)
Core Business Area: Public Safety and Occupational Health and Safety				
A safe work environment	annual percentage of targeted inspections where an occupational health and safety order is not issued	43.5% (2001) 57.5% (2002) 52.5% (2003)	increase the percentage from the base year measure	- work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
	annual average number of registered Workers' Compensation Board claims per hundred employees, compared to the five-year running average	8.31 per 100 (2000) 8.24 per 100 (1996-2000) 8.20 per 100 (2001) 8.38 per 100 (1997-2001) 7.91 per 100 (2002) 8.29 per 100 (1998-2002) 7.73 per 100 (2003) 8.14 per 100 (1999-2003)	maintain or decrease number of claims relative to five year running average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
A safe work environment (cont.)	average number of compensable days for all compensable time loss claims filed in the year and receiving benefits during the year, compared to the five-year running average	29.45 days (2000) 26.19 days (1996-2000) 31.60 days (2001) 28.17 days (1997-2001) 36.86 days (2002) 30.52 days (1998-2002) 38.20 days (2003) 32.88 days (1999-2003)	maintain or decrease the average number of days relative to the five year running average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
Safe public places	annual number of incidents reported involving injury from elevators and lifts per 100 units licensed in the province	0.56 incidents per 100 units licensed (2000) 0.61/100 (2001) 0.23/100 (2002) 0.80/100 (2003)	maintain incident rate at or below base-year measure	- ongoing consultation with industry - targeted inspections - enforcement

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Core Business Area: Alcohol, Gaming and Amusement Regulation				
Consumer protection related to alcohol, gaming and amusement activity	percentage of liquor, gaming and amusement licensees inspected per year that are in compliance with acts and regulations	98% (2000) 95% (2001) 96% (2002) 99.8%(2003)	greater than 95% compliance rate	- increase focus on type of inspection and/or investigation - monitor problem areas - work with licensees to increase awareness of regulations and policies
Core Business Area: Employment Standards & Labour Services				
Efficient and effective client service	average time (weeks) for Labour Standards Code complaints to be assigned to an officer *	data pending	2 weeks by 2006-2007	- streamline Labour Standards Code complaint intake process - refresh and upgrade technology - coach, train and oversee staff and their performance - recognize staff contribution - track assignment times and communicate to staff - ensure staff have opportunities to suggest improvements to streamline processes
	average Workers' Advisers Program service response time (weeks) for injured workers seeking legal advice and representation *	2.1 weeks (2003-2004)	within 4 weeks	- maintain efficient and timely intake process - enhance database to include Standard Case Management - refresh and upgrade technology

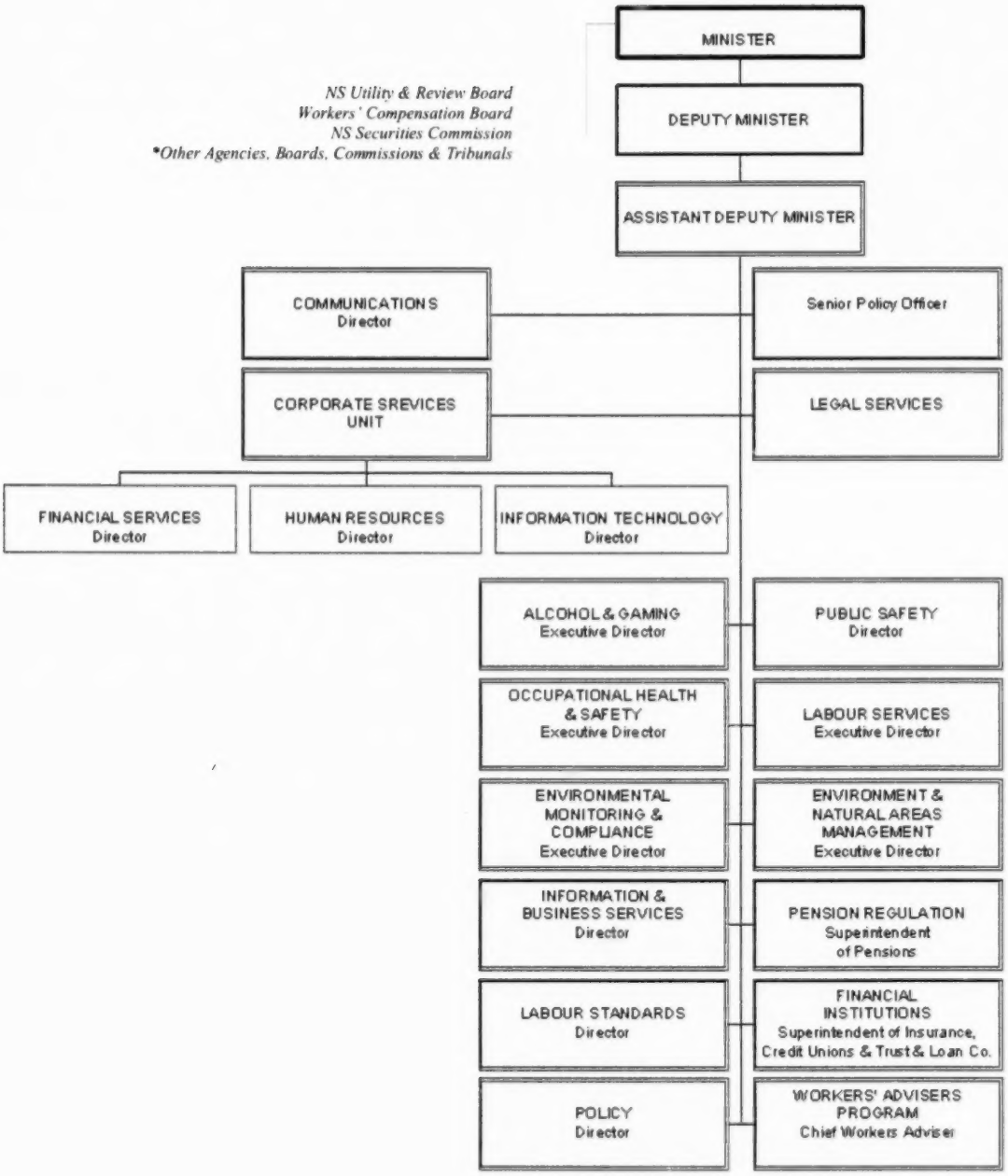
Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Efficient and effective client service (cont.)	percentage of clients satisfied with Workers' Advisers Program service at the time of case closure *	93% (2003-2004)	maintain at least 80% client satisfaction rate	- maintain appropriate intake process - provide training and professional development opportunities for Advisers - maintain a telephone call return policy within 24 hours (??) - maintain and develop tools to assess workloads, service consistency, use of best practices, quality (internal audits, internal database enhancements, monthly reporting)
Stable labour relations environment	percentage of working time lost per year due to strikes and lockouts in NS compared with the annual national average	0.01% NS 0.05% National (2000) 0.04% NS 0.07% National (2001) 0.02% NS 0.09% National (2002) 0.02% NS 0.05% National (2003)	meet or be less than the annual national average	- effective use of conciliation and mediation processes

Outcome	Measure	Data	Annual Target (unless otherwise noted)	Strategies to Achieve Target
Core Business Area: Pension and Financial Services Regulation				
Security of retirement income for members of private pension plans	percentage of plan members covered by pension plans registered with the Province that are (a) 100% funded; or (b) have a strategy in place to achieve full funding within 5 years	(a) 93% fully (b) 7% strategy (2001) (a) 82% fully (b) 18% strategy (2002) (a) 69% fully (b) 31% strategy (2003)	100% of members covered by fully funded plans or plans with an approved strategy	- ongoing review and analysis of valuation reports and data to identify solvency and funding problems - oversee employer payments required under legislation to bring the pension to full funding - any plan that is less than 100% funded must file a strategy with the department to get 100% funding within 5 years - Superintendent has the authority under the Pension Benefits Act to order payment, if necessary

* New measures for 2005-2006

**Revised measure- the rationale will be included in the 2004-2005 Accountability Report

Organizational Chart *Appendix A*



*see Appendix B

Appendix B

Agencies, Boards, Commissions and Tribunals

- Board of Examiners for Certification of Blasters
- Construction Industry Panel
- Crane Operators Appeal Board
- Crane Operators Examination Committee
- Credit Union Deposit Insurance Corporation
- Elevators and Lifts Appeal Board
- Environmental Assessment Board
- Fire Safety Advisory Council and Fire Safety Appeal Board
- Fire Services Advisory Committee
- Fuel Safety Board
- Labour Relations Board
- Labour Standards Tribunal
- Film Classifiers
- Nova Scotia Building Advisory Committee
- [1]Nova Scotia Insurance Review Board
- Nova Scotia Securities Commission
- Occupational Health and Safety Advisory Council
- Occupational Health and Safety Appeal Panel
- On-Site Services Advisory Board
- Pay Equity Commission
- Power Engineers and Operators Appeal Committee
- Power Engineers and Operators Board
- Radiation Health Advisory Committee
- Resource Recovery Fund Board
- Utility and Review Board
- Workers Compensation Board

[1]Under responsibility of the Minister responsible for the *Insurance Act*